Organized Crime Agency of British Columbia

Service Plan

Fiscal 2003/04 - 2005/06

TABLE OF CONTENTS

PAGE

OVERVIEW OF THE ORGANIZATION 3

STRATEGIC CONTEXT 4

Mission
Vision
Values

PLANNING CONTEXT AND KEY STRATEGIC ISSUES 5

GOALS, OBJECTIVES, KEY STRATEGIES, TARGETS AND PERFORMANCE MEASURES

Partnerships and Integration 7
Aggressive Enforcement Projects 8
Asset Seizures 8
Accountability 9

SUMMARY FINANCIAL OUTLOOK 10

OVERVIEW OF THE ORGANIZATION

The Organized Crime Agency of British Columbia (OCABC) was created in direct response to the recommendations of the report of the Organized Crime Independent Review Committee ("The Owen Report") dated September 15, 1998. OCABC is an independent policing agency established on March 11, 1999 by the Attorney General under the authority of the *Police Act* (British Columbia) as a designated policing and law enforcement unit. The Agency became fully operational February 2000.

The Agency, in collaboration with its law enforcement partners, represents the foundation of British Columbia's response to the fight against organized crime. OCABC's law enforcement partners include municipal police agencies in British Columbia, the Royal Canadian Mounted Police (RCMP) and various international agencies.

OCABC is governed by a board of directors appointed by the Solicitor General and includes representatives from the RCMP, the British Columbia Association of Chiefs of Police, the British Columbia Association of Municipal Chiefs of Police and the Vancouver Police Department. The current board members are:

Deputy Commissioner **Beverley A. Busson** – Chair
Pacific Region and Commanding Officer
"E" Division, RCMP

Chief Constable **Jim Cessford**
BC Association of Chiefs of Police

Chief Constable **Derek Egan**
BC Association of Municipal Chiefs of Police

Chief Constable **Jamie Graham**
Vancouver Police Department

The Agency is primarily funded by the Province; however, it also receives federal government support in the form of cash and contributions in kind through secondments of RCMP members.

The structure of the Agency provides for integration of policing of organized crime in British Columbia through a police officer secondment model where investigators from municipal police departments and the RCMP are assigned to joint forces operation teams for three to five year terms. OCABC also has its own complement of sworn officers who possess a variety of skills and expertise.

Augmenting this contingent of police officers, OCABC has civilian professionals with broad areas of specialization including intelligence analysis, forensic accounting, computer science and foreign languages.

STRATEGIC CONTEXT

OCABC'S MISSION:

OCABC's mission, as a designated policing and law enforcement agency, is:

To facilitate the disruption and suppression of organized crime which affects British Columbians.

OCABC'S VISION:

The Agency is an aggressive, professional and respected team combating organized crime, in partnership with other organizations, through the bold and innovative application of ethical and progressive law enforcement techniques.

OCABC'S VALUES:

INTEGRITY

OCABC personnel shall uphold the highest level of ethical standards and be committed to exercising their duties in a manner that will deserve absolute public trust and bear the closest public scrutiny.

HONESTY

OCABC personnel are open and honest in their relationships with clients and stakeholders.

RESPONSIBILITY

OCABC personnel are dedicated to the fight against organized crime and are committed to their duty to uphold the public interest.

ACCOUNTABILITY

Realizing that OCABC is an independent policing agency empowered by the Solicitor General of British Columbia to facilitate the disruption and suppression of organized crime, Agency personnel are accountable through the Board of Governance. OCABC's accountability framework is outlined in the Police Act (BC).

PROFESSIONALISM

In exercising their duties objectively and impartially, OCABC personnel strive to maintain the highest standards of policing.

Planning Context and Key Strategic Issues

Challenges to Organized Crime Enforcement

Resourcing Limitations

The cost of eradicating organized crime exceeds the available external and internal resources. Law enforcement must, therefore, make efficient use of these available resources by identifying enforcement priorities and strategically targeting specific organized crime groups.

Globalization of Organized Crime Groups

The current globalized economy provides rich opportunities for organized crime to trade internationally in a variety of commodities such as illegal migrants, drugs, counterfeit credit cards as well as engage in multi-jurisdictional conspiracies involving murder, fraud and gambling. The proceeds of these crimes are laundered and often taken offshore to purchase foreign real estate or fuel other criminal activities in Canada.

Joint Ventures among Criminal Groups

Modern organized crime groups are operated like sophisticated corporations, strategically pooling resources and entering into mergers, acquisitions and joint ventures for common criminal purposes with a sole goal to profit financially from organized crime activities.

Flexibility in Multi-Commodity Criminal Activity

The opportunistic nature of organized crime groups is apparent in their flexibility to pursue profits across a wide range of activities from drug production, cultivation, exportation, trafficking and importation to counterfeit credit card manufacturing, illegal gambling and internet crime. The nature of this type of criminal organization demands that policing mirror flexibility and opportunism.

Use of Advanced Technology

The sophisticated technology available to legitimate business also fuels the efforts of criminal enterprise. Organized crime holds a leading edge in the application of technological expertise to further its illegitimate goals.

Lack of Public Awareness of Organized Crime

The lack of public awareness of the nature and seriousness of organized crime serves to increase society's vulnerability to the social, physical, and economic threats created by organized criminal groups by allowing it to flourish virtually unabated.

RISK MANAGEMENT

OCABC has in place risk management strategies to mitigate challenges to organized crime enforcement. These risk management strategies are not disclosed in this Service Plan as the disclosure of this sensitive information may compromise on-going investigations and future projects.

GOVERNMENT'S STRATEGIC PLAN

The Ministry of Public Safety and Solicitor General's strategic plan for policing is to move towards a regionalized policing model. Since its inception, as British Columbia's response to organized crime, OCABC provides a proactive, integrated response to counter organized criminal activity within British Columbia. OCABC facilitates various enforcement initiatives through joint forces operations with local, national and international police agencies as well as the private corporate sector.

OCABC's Service Plan contributes to keeping BC a strong and vibrant economy by facilitating the disruption and suppression of organized crime which affects British Columbians. OCABC's continued efforts will support the Government in building a supportive social infrastructure to contribute to a safe, healthy province and a sustainable environment.

CORE REVIEW

The Core Services Review is one of the key initiatives in the Government's new strategic vision for British Columbia. Although the comprehensive review is still in progress, to date, OCABC's policy direction remains status quo.

GOALS, OBJECTIVES, KEY STRATEGIES, TARGETS AND PERFORMANCE MEASURES

There are four key goals that OCABC strives to achieve.

It should be noted that due to the nature of the business, targets and performance measures are, in most cases, more qualitative than quantitative. Organized crime investigations, by their nature, are lengthy and complex, often spanning several years. For this reason, annual targets are not a relevant indicator to measure annual performance, and therefore, are not set in this Service Plan.

GOAL #1:

Partnerships and Integration

OBJECTIVE:

The Agency will continually identify, develop and maintain partnerships to enhance its ability to suppress and disrupt organized crime.

KEY STRATEGIES:	2004 – 2006 TARGETS AND PERFORMANCE MEASURES:
Plan and execute integrated tactical operations	Maximization of available resources and elimination of duplication in disrupting and prosecuting organized crime groups
Develop a consultative approach to case preparation with Crown counsel	Enforcement initiatives which result in successful prosecutions and asset forfeitures
Enhance international partnerships	The number of investigations with international alliances

GOAL# 2:

Aggressive Enforcement Projects

OBJECTIVE:

Based on intelligence, target and prosecute the appropriate level of organized crime.

KEY STRATEGIES:	2004 – 2006 TARGETS AND PERFORMANCE MEASURES:
Use strategic intelligence to identify appropriate targets	Tactical operational plans which focus on strategic targets
Develop innovative and flexible enforcement strategies	Dynamic and responsive enforcement programs which prosecute organized crime groups

GOAL #3:

Asset Seizures

OBJECTIVE:

Disrupt and suppress organized crime groups through asset forfeitures and elimination of money laundering schemes.

KEY STRATEGIES:	2004 – 2006 TARGETS AND PERFORMANCE MEASURES:
Assess every enforcement project for proceeds of crime potential and investigate where warranted	Successful enforcement projects with a proceeds of crime component
Integrate financial investigative processes with external law enforcement and regulatory agencies	Effective enforcement projects in conjunction with external law enforcement and regulatory partners
Provide forfeitures of proceeds of crime and offence related property to the Province of British Columbia and the Government of Canada	Asset forfeitures and tax assessments

GOAL #4:

Accountability

OBJECTIVE:

OCABC will continue to be an effective, accountable and fiscally responsible organization.

KEY STRATEGIES:	2004 – 2006 TARGETS AND PERFORMANCE MEASURES:
Operational plans will clearly articulate goals and objectives	Definable quantitative and qualitative results of enforcement projects
Ensure enforcement projects are effectively resourced and executed	▸ Projects are appropriately staffed with trained and equipped personnel ▸ Projects are subjected to scheduled managerial assessments

SUMMARY FINANCIAL OUTLOOK
2003/04 – 2005/06 SERVICE PLAN

($ thousands)	2002/03 Forecast	2003/04 Budget	2004/05 Forecast	2005/06 Forecast
Total Revenue	**$18,638**	**$18,176**	**$16,836**	**$16,907**
Comprised of :				
Province of BC	$9,830	$ 9,830	$ 9,830	$ 9,830
Forfeited Crime Proceeds Fund[1]	1,840	1,404	-	-
RCMP – E Division[2]	6,576	6,550	6,626	6,697
Interest / Other	392	392	380	380
Total Expenses[3]	**$18,638**	**$ 18,176**	**$16,836**	**$16,907**
Net Income (Loss)	**$ Nil**	**$ Nil**	**$ Nil**	**$ Nil**

KEY ASSUMPTIONS:

- OCABC has assumed a zero increase in funding from the Province of BC and status quo cash funding from the RCMP.
- Staffing levels will remain constant. Salary increases have been projected at 2% - 4% in each year. Benefits have been forecasted at 23% -25% of salary costs.
- An inflationary factor of 4% has been incorporated into fixed costs including, but not limited to, insurance, utilities and accommodations.

---

[1] Section 7(7) of the *Special Accounts Appropriation and Control Act* provides that the Ministry of Public Safety and Solicitor General may pay amounts out of the fund to facilitate the administration of criminal justice and law enforcement in BC. OCABC received $ 3.764 million from the Fund in 2001/02. A portion of these funds was used in fiscal 2001/02 to allow OCABC to complete major enforcement projects and the balance of the funds will be carried forward to subsequent fiscal years in order to continue those initiatives.

[2] Funding from the RCMP includes cash and in kind contributions.

[3] Major sources of expenses have not been provided as disclosure of this information may compromise current investigations.

FORECAST RISKS AND SENSITIVITIES:

- During the budget and forecast period, OCABC will seek additional funding from the Province of BC and the RCMP in order to allow the Agency to continue to effectively meet its mandate.

- Zero increases in hiring will impact OCABC's ability to enhance its current comprehensive enforcement capability. Increases in wages must be made in order to retain a permanent highly skilled workforce and to comply with collective agreements for municipal secondments.

- The BC Government's mandate to migrate to the PRIME BC records and case management system will further enable OCABC to participate in a co-ordinated, integrated, intelligence-led policing environment in BC. Costs of implementing and maintaining this system have not yet been finalized and, therefore, actual costs may exceed forecasted amounts.

- Certain expenditures are based on Federal Treasury Board rates, which are beyond the control of OCABC, and any increases in rates are borne by OCABC.

- Wages and benefits paid to seconded officers are paid pursuant to various collective agreements. The terms and renegotiations of these agreements are beyond the control of OCABC.